

# Project Management Services – Appointment Brief and Schedule of Services

---

## Purpose of the brief

In September 2019 the National Museum of the Royal Navy (Hartlepool) (NMRNH) entered into a Memorandum of Understanding with Hartlepool Borough Council (HBC) to develop the regeneration of Hartlepool waterfront; the 'Programme'.

This brief sets out the project management services which the NMRNH now wishes to procure for the NMRNHs project within the wider programme. The initial appointment for services will cover the development phase of the project and the preparation of the documents and plans required for the sign off of RIBA Stage 4.

The appointed PM will be required to collaborate with HBC project manager and design team to ensure a seamless and coordinated approach to the whole Project, including financial accountability and spend forecasting. There will be a requirement for the appointed PM to liaise with the Council's PM and design team to ensure clear communication and collaboration across the Programme.

It is intended that upon successful approval of the RIBA Stage 3 work, that the designs will be taken to RIBA 4 developed / technical design to provide cost certainty. There may be a contract extension, (subject to the approval of the NMRNH Board of Trustees along with HBC) that the PM Consultants and design team may then be retained to inform the delivery phase of the project.

## Project Summary

The MoU with Hartlepool Borough Council (HBC), has been signed, and sets out the potential framework for developing the area around the marina basin in Hartlepool to form a new centre for the town. (A copy of the MoU can be seen in Appendix 2.)

HBC and NMRNH have agreed to work together as partners on the joint development of NMRNH Hartlepool (NMRNH), the Hartlepool Maritime Experience (HME) and the Waterfront. This project aims to contribute to the wider regeneration of Hartlepool and increase visitors to the area.

The Tees Valley Combined Authority (TVCA) have confirmed capital funding for the wider Programme subject to business case approval. Further applications for external funding will be made as the Project progresses. This could include NLHF and the Arts Council.

## Project Objectives

The project details are listed in the Project Outline in Appendix 1 and MOU in Appendix 2. Below are the top six objectives for this project for the NMRN:

- Design and construct a new gallery
  - Including the move and display of RML 497
- Undertake the conservation and interpretation of Wingfield Castle – a joint NMRNH/HBC commitment – this will involve;
  - The move of historic ships
  - The repair and refurbishment of an historic dock
- Refresh, and reinterpret the current NMRNH and MoH exhibition spaces
  - Including a new entrance, gallery refits, and space reimagining
- Reimagine the Museum of Hartlepool – a joint NMRNH/HBC commitment
- Develop and implement an Arts Strategy
- Assess the market and ensure all developments are sustainable and suited.

## General Schedule of Services

The successful candidate will be expected to deliver the following general project management services to the NMRN Project:

- Develop with the NMRN Senior Responsible Owner (SRO) and NMRN Project Manager (PM) the Project Execution Plan (PEP).
- Deliver the project in line with the PEP and report progress against the PEP baseline throughout.
- Establish the professional Design Team - it is expected that the tendering PM will run the process of procuring and appointing the Professional Design/Services Team.
- Lead on risk identification and development of mitigation strategies.
- Prepare and issue a monthly Project Status Report for the Client, and wider stakeholders.
- Attend and lead Project Team meetings as required - normally on a monthly basis to start and moving to a fortnightly basis once construction has started – and prepare reports detailing the project status under the following headings:
  - Works Undertaken
  - Forthcoming Actions
  - Information / Decisions / Key Actions Required
  - Risk Issues
  - Issued Information / Design Status
- Attend Project Board meetings as required - normally on a quarterly basis.
- Establish and maintain communication with: the Client and wider Project Team.
- Ensure a collaborative approach and open sharing of information with HBC PM and design team for the benefit of the wider Programme.

- Provide input, advice and support to the Client and Project Team throughout the design development and implementation process.
- Provide appropriate information to the Client Project Manager and ensure that they are aware of decisions required.
- Monitor the production of design information against the design programme and if delayed take action to remedy.
- Oversee and co-ordinate value engineering exercises as necessary to ensure VFM and alignment with the budgetary parameters.
- Establish robust cost control and change control systems.
- Visit site as required to properly progress and monitor the works, mitigate any delays or additional costs.
- Undertake effective administration of the construction and exhibition works contracts. As Contract Administrators you will have the role of ensuring that every element of the scheme is realised according to the agreed design and specification, on behalf of the client. You will ensure that the built product is of the highest possible standards.
- Ensure delivery of the key outputs and outcomes as outlined within the project business case.
- Perform such other duties as may reasonably be required by the Client to secure the completion of the Project.
- Exercise reasonable skill, care and diligence in the performance of the Services.

#### **RIBA Phases 1-4 – Schedule of Services**

- Provide services in line with RIBA Work Stages 1-4
- Produce and Sign-off and maintain the Project Execution Plan
- Procure and Appoint Professional Design Team
- Procure and Appoint Exhibition Designer
- Make all other Project Appointments
- Capital Design Development to RIBA Stage 4
- Exhibition Design Development to RIBA Stage 4
- Progress all Required Consents
- Ensure production of all required plans (management and maintenance, conservation, environmental etc.) and Sign-off
- Ensure Business Plan is produced to client satisfaction and signed off
- Undertake Activity Planning Work
- Compile Activity Plan Document
- Ensure complete Cost Plan to RIBA Stage 4 - working alongside the Project QS and Client
- Provide services in line with RIBA Work Stages
- Prepare and maintain Risk Register and Issues Log
- Prepare and maintain programme and budget including provision of cash flow forecasts
- Convene, chair and minute Design Team meetings
- Co-ordinate and record Value Engineering meetings
- Review insurance arrangements for access and security

- Prepare and / or collate applications for planning, listed building, and landlord's consent and building regulations approval
- Convene, chair and minute Project Team meetings
- Support and co-ordinate the client-led work streams as required
- Prepare and /or collate reports to the client and third parties – progress reports likely to be on a quarterly basis
- Prepare end of stage Design Reports for client approval
- Complete technical design and pre-construction documentation to support the tendering process
- Oversee production of Pre-Tender Health and Safety Plan relevant to the NMRN project.

### **RIBA Phases 5-7 – Schedule of Services**

- Provide services in line with RIBA Work Stages 5-7 (as agreed)
- Complete technical design and pre-construction documentation to allow tendering
- Oversee production of Pre-Tender Health and Safety Plan
- Undertake the procurement for Principal Construction Contractor (to be agreed with HBC), and the Exhibition Fit-Out Contractor(s), ensuring that the procurement strategy used conforms to EU requirements and client standard
- Co-ordinate and manage tender process, recommending most suitable contractors
- Assist in contract negotiations towards appointment of Contractors and Suppliers
- Liaise with Statutory Bodies
- Examine contractors' proposals, recommend any alternative proposals to Client
- Oversee preparation of contracts for the works for execution by the client or approval by the Client
- Consider long lead items and ensure management of these by Design Team
- Monitor the procurement process and undertake corrective action where necessary
- Review buildability and technical design proposals with specialist contractors, suppliers and end users as appropriate.
- Agree detailed exhibition, construction, FF&E and Direct Works programmes and decision gateways with contractors
- Oversee in conjunction with the CDM Co-ordinator the production of the Construction and Exhibition Principal Contractors' Health & Safety Plan
- Co-ordinate regular reports on Health and Safety matters
- Organise information required schedule production in line with detailed design programme
- Establish Contractor meeting and reporting structures
- Monitor and record progress against the overall master programme
- Maintain a programme of key dates for information exchange that should enable a full and appropriate Client response
- Establish disputes resolution policy and assist in resolution where necessary
- Oversee preparation of interim valuations by Quantity Surveyor
- Together with the Quantity Surveyor and the Design Team monitor fabrication of off-site components

- Oversee preparation of commissioning and testing programme(s) and schedule of certificates required
- Monitor testing and commissioning programme
- Monitor test results, evaluate and agree measures to overcome any test failures
- Check reports and certificates obtained
- Determine Operation and Maintenance Manual requirements
- Organise Client Staff training where necessary
- Ensure user manuals are provided
- Ensure as built drawings are provided
- Co-ordinate production and delivery to Client of Operation and Maintenance Manuals
- Ensure Client is provided with Health and Safety file
- Oversee preparation of final measurement and valuation of accounts
- Contribute to the development of the project assessment and evaluation report.